


Effective Use of Operating Experience

Phillip Greateorex



THE BUSINESS CASE

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- ➡ Few, if any uncontested markets
 - ➡ Sustainable competitive advantage hard to develop and often short lived
 - ➡ Cost leadership is essential for success
 - ➡ People are key to delivering advantage



INDUSTRY ORIGINS FOR LEARNING

INPO & WANO established to ‘promote highest levels of safety & reliability, & promote excellence in operating power plant by:

- ☞ exchanging information
 - ☞ encouraging communication, comparison & emulation amongst members’
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CORNERSTONE PROCESSES

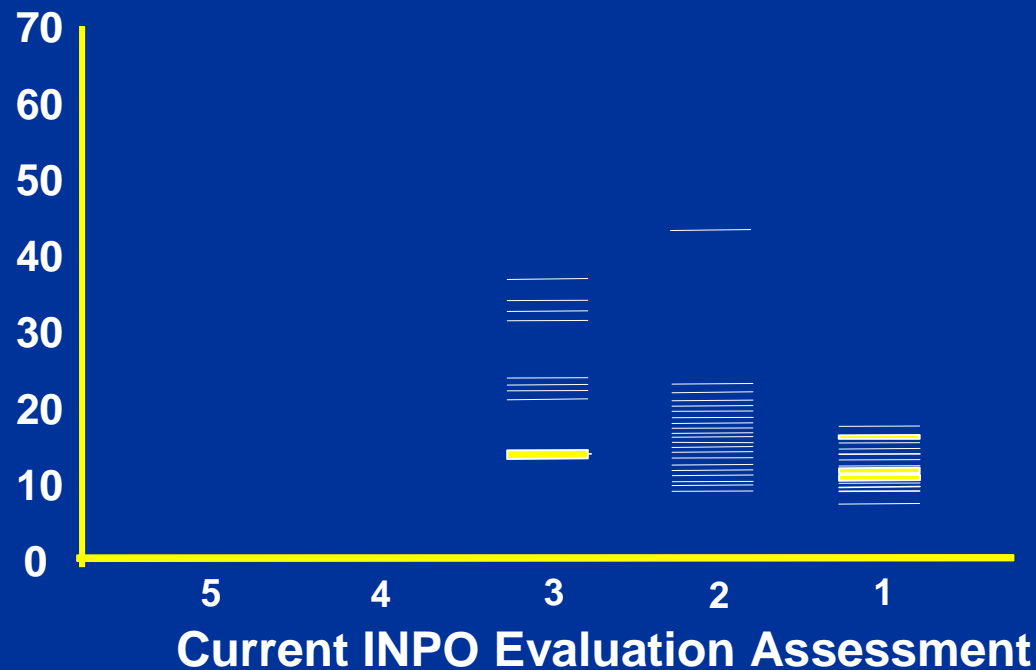
- Peer Evaluation
- Operating Experience Feedback
- Good Practices
- Inter-operator personnel exchange
- Benchmarking performance



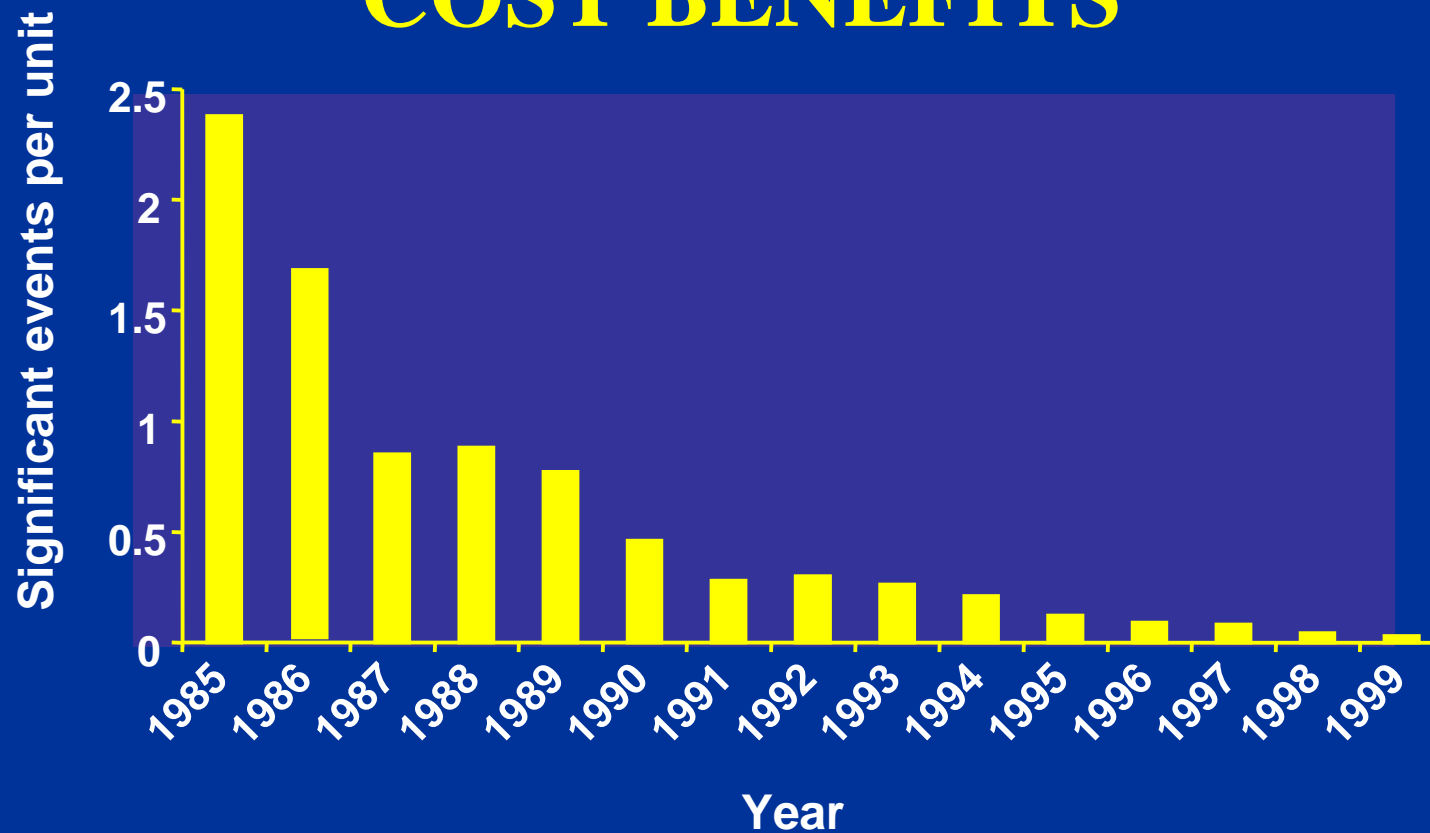


COST BENEFITS

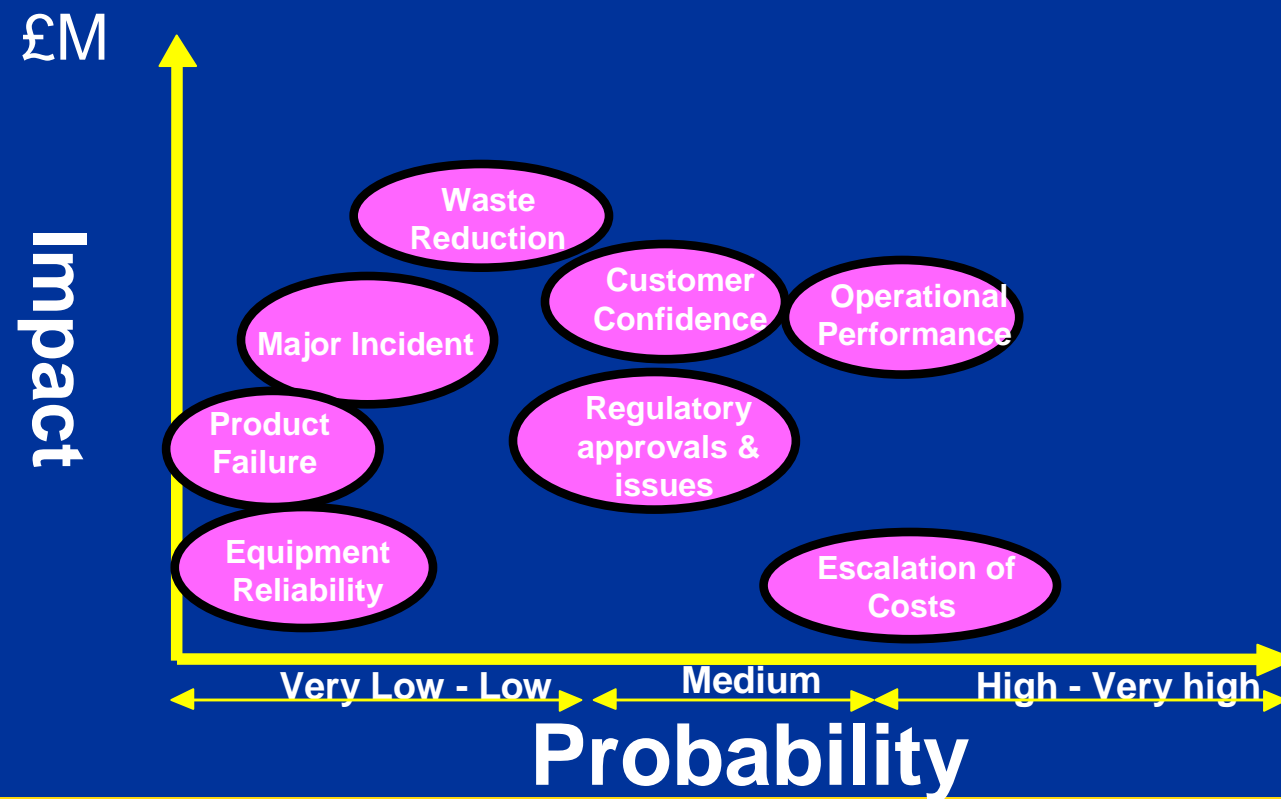
Operations & Maintenance
Costs (\$M/kWh)



COST BENEFITS



REDUCED RISK



OE MISSION

To ensure that the right Information
gets to the right people
at the right time





INTERNAL OPERATING EXPERIENCE

- ➡ Promote “Blame Tolerant” sharing of errors at all levels in the organisation
 - ➡ Expect thorough Investigation
 - ➡ Hold people accountable for completion of Corrective Actions
 - ➡ Communicate³
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EXTERNAL OPERATING EXPERIENCE

- ☞ Screen External events to find value
 - ☞ Ask “what can we learn from this OE” and NOT “how does this OE not apply”
 - ☞ Hold people accountable for completion of Corrective Actions
 - ☞ Communicate³
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INTEGRATE OE INTO PLANT PROCESSES

- ☞ Work planning processes
 - ☞ Outage planning processes
 - ☞ Infrequently performed tests, evolutions or surveillance's
 - ☞ Engineering processes
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COMMUNICATION TO WORKERS

- ☞ Reinforce values through success stories
- ☞ Newsletters
- ☞ Include OE in to Team Briefs
- ☞ Just-In-Time OE for pre-job briefs
- ☞ Target OE to selected staff





INTEGRATE OE INTO TRAINING

- ☞ Include experience of human error
 - ☞ Communicate OE standards & expectations
 - ☞ New employee training
 - ☞ Contract employee training
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INTERDEPENDENCIES



Leadership



Teamwork



Competencies



Communications





LEADERSHIP

- ➡ Establishes expectations and accountabilities
- ➡ Actively promotes, reinforces & demonstrates commitment to Self Evaluation activities - all levels
- ➡ Invites reviews by outside organisations
- ➡ Sponsors/participates in OE forums and exchange activities
- ➡ Evaluates programme effectiveness



TEAMWORK

- ☞ Reinforce company OE values and expectation to develop correct attitudes for reporting events and use of OE
 - ☞ Involve staff in Self Assessment of OE
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COMPETENCIES

- ☞ Develop human performance competencies, particularly for leaders in areas of:
- Self Evaluation activities
 - conduct of operations / conservative decisions
 - build up of error prone situations and use of error free tools/techniques
 - coaching
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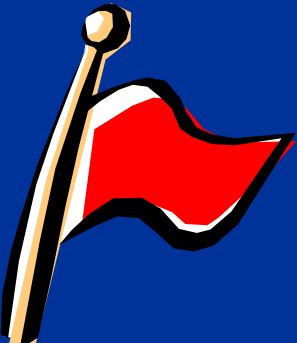
COMMUNICATIONS³

- ☞ Proven techniques for compiling OE
 - ☞ Ready access to OE
 - ☞ Use communication co-ordinators
 - ☞ Provide feedback by task observation
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OE WARNING FLAGS



WARNING FLAGS

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- ➡ Low management commitment
 - ➡ OE programme not owned by the line
 - ➡ High reporting thresholds
 - ➡ Superficial investigations / analysis
 - ➡ Weaknesses not addressed by Actions
 - ➡ Overdue Actions

“It is not necessary to change, survival is not mandatory”

W. Edward Denning

